



PRINCIPE FELIPE
CENTRO DE INVESTIGACION



HR EXCELLENCE IN RESEARCH

July 20th, 2022

INTERNAL REVIEW AND IMPLEMENTED ACTION PLAN

HUMAN RESOURCES STRATEGY FOR RESEARCHERS
HRS4R

MORE RESEARCH / BETTER HEALTH

FCIPF_2022



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CENTRO DE INVESTIGACION



HR EXCELLENCE IN RESEARCH

F C I P F

FUNDACIÓN DE LA COMUNIDAD VALENCIANA
CENTRO DE INVESTIGACIÓN PRÍNCIPE FELIPE

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1. ORGANITATIONAL INFORMATION

Name Organization under review:

Fundación de la Comunidad Valenciana Centro de Investigación Príncipe Felipe

Legal address:

Calle Eduardo Primo Yúfera, 3 46012 Valencia

Web link to published version of organization's HR Strategy and Action Plan:

<https://www.cipf.es/join-us/hrs4r?lang=es>

Web-link to organizational recruitment policy (OTM-R principles):

<https://euraxess.ec.europa.eu/europe/news/new-open-transparent-and-merit-based-recruitment-researchers-otm-r>

STAFF & STUDENTS	FTE €
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research.*	81
Of whom are international (i.e. foreign nationality).*	16
Of whom are externally funded (i.e. for whom the organisation is host organisation).*	24
Of whom are women.*	66
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.*	18
Of whom are stage R2 = in most organisations corresponding with postdoctoral level.*	35
Of whom are stage R1 = in most organisations corresponding with doctoral level.*	35
Total number of students (if relevant).*	82
Total number of staff (including management, administrative, teaching and research staff).*	126
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organizational budget	7.175.146
Annual organisational direct government funding (designated for research)	4.714.000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2.038.219
Annual funding from private, non-government sources, designated for research	422.927

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects *

Strengths and Weaknesses (Initial Phase)

The CIPF is well positioned to comply with the principles of this heading. Both Legislation in force, CIPF's regulations as well as the CIPF's tradition reflected in its Mission, Vision and Values statements provide a consolidated framework for ethical and responsible research. However, there is a need to compile existing written norms, current practices, and recommendations into a comprehensive manual for researchers which will serve as Code of Good Practices for Research. Aspects related to research freedom, ethical principles, professional responsibility and attitude, contractual and legal obligations, dissemination and exploitation of results, public engagement, non-discrimination will be included. Furthermore, special attention will be paid to define institutional guidelines for evaluation and appraisal, including periodical assessment for all researchers, which is one process which has been flagged for improvement at the CIPF.

Strengths and Weaknesses (Interim Assessment)

Strengths:

- The organizational model for the action plan's development is adequate and the action plan is highly suited and aligned with the CIPF's Strategic Plan. In general terms, our staff is satisfied with the practices in place, although there is room for improvement: the HRS4R is of great interest for the CIPF's research community.
- The CIPF is in process of approving an institutional Code of Good Practices for Research. The Code includes aspects related to research freedom, ethical principles, professional responsibility and attitude, contractual and legal obligations, dissemination and exploitation of results, and public engagement. The document also includes our policy for non-discrimination.

- Both the institutional Strategic Plan and the HRS4R Action Plan are being developed with participation of the CIPF researchers and staff member. The CIPF workforce has expressed their satisfaction regarding research freedom and current regulations and practices aligned with the C&C.
- Transparent accountability.
- Transparent contractual and legal obligations.
- Equality plan and adequate instruments to ensure professional responsibility in place.

Weaknesses:

- Periodic monitoring of the research groups and researchers is currently an informal process. However, development of a structured evaluation of these groups with a follow-up process is a priority for the next year. Standardized evaluation and Subplans for Research are being prepared in order to work on this weakness and perform an in-depth analysis of the research groups and systematic follow-up. Obviously, ethical and professional aspects will be among the factors to be analysed in such continuous periodical follow-up of all the research groups and teams.
- Internal regulations and procedures are deposited in multiple sources (intranet, quality procedures etc), and the Guide for Researchers and a Compilation of Procedures (in preparation) will be practical and useful tools for CIPFs staff.
- There is some lack of knowledge of the C&C principles amongst our personnel. The CIPF has worked to provide information on its OTM-R policy, although there is space for improvement in better internal dissemination practices.

Remarks (Interim Assessment)

As reported in the initial Gap Analysis, the CIPF has existing instruments and regulations that ensure appropriate coverage of the principles detailed in the Charter and Code regarding ethical and professional aspects and which have been fully integrated into the institution's general strategic plan and policies.

Nevertheless, CIPF is committed to continuous improvement practices and procedures and this is why some of the actions included in the first action plan have been reviewed and remain active. In general terms, continuous improvements have been made during the last period to address the main weaknesses detected in the Initial Phase as follows:

- The Code of Good Practice for Research is in the final draft stage, which includes aspects related to freedom of research, ethical principles, responsibility and professional attitude, contractual and legal obligations, dissemination and exploitation of results, public commitment, non-discrimination principles, etc. High standards of research integrity underpin the quality and reliability of research outcomes and the subsequent impact in the broadest terms. CIPF aims at

conducting research to the highest standards of rigour and integrity. The Code of Good Practice for Research sets out the standards of good research practice and principles to be understood and observed by all CIPF Staff. Further actions in order to better disseminate and follow up the Code are envisaged and will take place during the forthcoming years. Furthermore, special attention is being paid to define institutional guidelines for evaluation and appraisal, including periodical assessment for all researchers.

- On the other hand, an Institutional Research Integrity Committee has been established to oversee the development of policy and training on Good Practices. This Committee contributes to continuous improvement of responsible research practices as the basis of research behavior and will serve as the mechanism for investigating cases of research misconduct.
- The CIPF has implemented the Compliance Policy for the prevention and management of risks in the organization.
- A Code of Ethics is also in place and has been recently reviewed. The Code of Ethics promotes ethical, professional behavior and well-defined principles that are translated into conduct, objectives, and policies of the Organization. The Code of Ethics represents a series of recommendations and commitments that ensure its compliance, either by reference and adhesion to other codes of ethics or through the establishment of appropriate procedural mechanisms. Its content is complementary to the laws in force.
- Although it was one of the strengths identified in the Initial Phase, the current Gender Equality Plan is in the last year and an updated Gender Equality Plan for the period 2022-25 is now being finalized. The plan includes important aspects related to ethical and professional conduct.
- In the context of the preparation of the new institutional Strategic Plan for the years 2023-2027, a survey has been sent to all the personnel. The survey includes important questions regarding ethical and professional aspects. The results of such survey and additional activities that are being done (personal interviews, internal analysis etc.) will be the basis for the development of the New Strategic plan which will include continuous improvement actions and activities aligned with the Charter and Code principles.
- Several training activities on Equality have been carried out with the aim of providing training on equal opportunities and ethical principles and professional aspects. Specific training on Compliance and Data Protection has also been provided to all staff in 2021.

Recruitment and selection

Strengths and Weaknesses (Initial Phase)

The CIPF has existing recruitment and selection procedures designed to fairly assess the merits and experience of candidates. Notwithstanding, such procedures were not fully compliant with Open, Transparent and Merit-based recommendations. Clear criteria for evaluating variations in the chronological order of CVs, mobility, qualifications and seniority will be identified and included. Special attention has been paid to clarify the role and goals of postdoctoral researchers.

Strengths and Weaknesses (Interim Assessment)

Strengths:

- Updated Hiring Policy implementing the principles of OTM-R. The policy covers the selection, evaluation, composition of committees, and incorporates the principles relating to Open, Transparent and Merit-based Recruitment policy defined by the European Commission.
- More emphasis has been placed on the transparency of competitive hiring procedures (publishing advertisements and information in English and on international servers and publishing the job offer's resolutions).
- Personal information (gender, age, ethnic, sexual etc.) that could be used to discriminate against certain applicants has been eliminated from the selection processes. The CIPF has developed clear indications for job candidates that discourages the inclusion of gender, age, religion or other personal information in applications and CVs.
- Internationalization is a CIPF priority and, in this context, mobility and international experience, is promoted and taken into account in the selection processes.
- Experienced human resources personnel with full dedication and expertise.
- Several specific OTM-R dissemination activities have taken place during the last period and will be further developed in the forthcoming period.
- The CIPF already had a recruitment and selection procedure at the HRS4R initial phase, however, the procedures have been updated and improved based on the Open, Transparent and Merit-based Recruitment recommendations defined by the European Commission.
- The CIPF has elaborated a research-track career plan, which has been disseminated to all staff. The plan is designed to provide clear guidelines for progression from R1 to R4. Expectations at each research stage are clearly defined and the criteria for promotion are clearly defined.

Weaknesses:

- Regarding the international scope of the job offers, the HRS4R internal initial GAP analysis identified the need to expand our outreach and recruitment at CIPF to a more global level. This is a current priority area for improvement.
- Recently, Spain has implemented new labour laws that emphasize permanent contracts: research contracts with a duration of more than 6 months must be permanent. This new regulation has complicated the economic commitment of the centre in long-term contracts, given that most of our research projects are 3-4 years of competitive funding. The new labour reform approved in December 2021 further hinders the stability of research personnel.

Remarks (Interim Assessment)

CIPF is fully committed to open, transparent and merit-based recruitment and selection procedures. We are fully aligned with these values as the best strategy for generating a centre of excellence. As shown in this report, important actions have taken place to address the weaknesses identified at the initial analysis. However, given the importance of some of the principles related to this thematic block and the continuous improvement institutional policy some actions have been extended and new actions have been incorporated. Additionally, internationalisation is one of the main strategic objectives of the institution and actions have also been incorporated to address such a priority.

Specifically, a new action has been included regarding the simplification of the job offers with the objective of making them clearer, more attractive and facilitating its diffusion, specially through international platforms such as Euraxess.

The CIPF has been working to address the weaknesses detected in the Initial Phase. The main achieved results include:

- The recruitment policy, processes and procedures have been reviewed in order to better align with the C&C and OTM-R elements.
- Besides the recruitment procedure, another important document has been elaborated and approved: the CIPF Research Tracks & HRS4R Program (Career Development Plan) which includes the four stages of career development in Research, beginning with the PhD training stage and progressing eventually to the independent investigator status. Based on the recommended four-stage career framework, the CIPF has set up the following general profiles, among which all research positions within the Center can be classified:
 - ✓ R1 Pre-doctoral Researcher
 - ✓ R2 Post-doctoral Researcher
 - ✓ R3 Researcher
 - ✓ R4 Group Leader

The program includes important issues and considerations such as career progression, stability, permanence of the employment and mobility, among other.

The new Science Law Royal Decree-Law 8/2022, of April 5, which adopts urgent measures in the field of employment contracts in the Spanish Science, Technology and Innovation System, obliges us to review this document once again.

- In addition, the HR department has launched a new platform for posting job offers, implementing the principles of the OTM-R and improving the processes for receiving applicants' resumes, facilitating the evaluation of applications.
- The section of Job Opportunities represents an additional measure implemented by the CIPF within the context of the HRS4R Action Plan, and it is currently available in Spanish and English. Job offers for research staff associated with projects are currently published in Spanish and English on the new "Join us" section of our web with the purpose of raising the visibility of our job postings and making this information more accessible to potential candidates. The result of this action so far is very positive as we are noticing an increase in the number of applications.

Working conditions

Strengths and Weaknesses (Initial Phase)

All researchers at the CIPF are recognized as professionals and treated accordingly. Flexible working conditions are provided. Gender balance is fully met (women account for 66% of the CIPF's staff). Nevertheless, several weaknesses have been identified. The main drawback is the lack of Career Development Plan, which will tackle issues related to career progression, stability, permanence of the employment and mobility. Furthermore, some aspects related to working conditions need to be addressed, such as sabbatical leaves, tele-working, labour categories and salaries, as well as mechanisms to provide mentoring and career advice.

Strengths and Weaknesses (Interim Assessment)

Strengths:

- Flexible working conditions are provided to all researchers at the CIPF.
- Stimulating research environment and team work.
- Established complaints procedure.
- The gender balance is perfectly met. The CIPF has a 2018-2022 equality plan which establishes a series of actions to promote women in science and to improve the general working conditions of the Centre.

- Correlation between levels of responsibility and levels of payment thanks to the CIPF Research Tracks & HRS4R Program (Career Development Plan)
- High success rate for talent acquisition through competitive grants.
- High degree and quality of research support services provided and continuous promotion and support for participation in projects, research networks and collaborative initiatives.
- Appropriate IPR support and regulations
- Participation in decision making processes (Strategic Plan development)
- Procedures to process and respond to complaints and appeals of researchers have also been developed in compliance with national rules. As a results researchers are encouraged to share their opinions both in an individual manner and anonymously.

Weaknesses:

- Although we encourage mobility and collaboration, the CIPF lacks a policy for regulating sabbatical leaves.
- Difficulty to establish permanent contracts for all researchers due to different legal regulations and the association of contracts to research competitive funds available
- Tele-working policy and regulations are pending to be implemented at CIPF
- Need to improve CIPFs attractiveness with regard to remuneration and professional stability.

Remarks (Interim Assessment)

CIPF research has undergone consolidated growth and the number of CIPF research and administration personnel has grown considerably over the last years. The Center has made important efforts to promote internationalization. We are continuously improving work conditions and we promote a cohesive, interactive research community.

The recent boost in activity is reflected by an increase of researchers and research groups. Between 2017 and 2021, the number of research groups increased from 13 to 23 and an important number of researchers have joined the Center thanks to our success in prestigious competitive human resources funding calls aimed at career development (such as ERC, Ramon y Cajal, Cidegent, etc.), particularly for early-stage researchers who have joined the CIPF as junior group leaders. During the last period procedures to deal with complaints/appeals are in place and have been developed in compliance with national current rules and regulations. Additionally, researchers are encouraged to participate in the development of the current action and strategic plans both individually and/or anonymously.

Although efforts that have been made to address the weaknesses detected in the initial phase and with positive results, there is space for improvement. One ongoing goal is the development of a more comprehensive Career Development Plan, tackling issues related to career progression, stability, permanence of the employment and further mobility actions. Furthermore, some aspects related to working conditions need to be addressed, such as a regulation for sabbatical leaves, tele-working measures, labour categories and salaries, as well as further mechanisms to provide mentoring and career advice. Additionally, the new branding strategy that will be developed by the CIPF will be of help to enable better talent acquisition by better visualizing the positive research environment, the results and the continuous grow and progression of the institution.

The principles of the Charter and Code were assessed during the development of the initial Gap Analysis, and the results were very useful to design several actions specifically addressed to improve working conditions. Some of them are still underway during this phase:

- Gender balance and equity remain a priority, with a new Gender Equality Plan still in a phase of preparation. The CIPF promotes diversity because it enriches research.
- The CIPF ensures equitable remuneration between men and women and between job categories. In the last two years, salaries and professional categories have been equalized. During the last two years, a new salary table has been negotiated between the management department and the legal representation of the workers signed on 12th December, 2019. The labor categories and salaries have been reviewed and all cases of salary differences detected have been solved. It has been reviewed in two phases, an initial phase agreed on 1st March, 2019 and a second phase agreed on 1st January, 2021.
- The CIPF has a mobility policy, but it lacks of a sabbatical stay abroad policy which is currently being projected.
- An important document has been elaborated since the CIPF adhered to HRS4R: the CIPF Research Tracks & HRS4R Program (Career development Plan) which include the four stages of career development in research, beginning with the PhD training stage and progressing eventually to the independent investigator status. Based on this recommended four-stage career framework, the CIPF has set up the following general profiles into which all research positions within the Center can be classified (R1 to R4). In this plan some issues like career progression, stability, permanence of the employment and mobility are contemplated and the name of the job categories of the CIPF research staff have been modified in accordance with the HRS4R, changing to R1, R2, R3 and R4.
- As a result of the actions scheduled after the first internal analysis, a specific internal Training and Mentoring Committee has been designated. The Committee is made up of different profile

professionals. One of the initial actions developed by this Committee has been the elaboration of a CIPF's Career Mentoring Program that brings mentors, and mentees together to develop the skills, knowledge, attitudes, and connections mentees needs during their research career. The program allows predoctoral and postdoctoral researchers to 1) get experience that complements and gives context for research pursuits; and 2) exchange knowledge, insights, and experience with a mentor. An internal survey has also been carried out in order to identify interested mentors and needs.

- CIPF researchers need of physical spaces and initiatives to facilitate the interaction between academics and researchers. During the last period, a learning center was established which includes a large classroom for training courses and a sizeable study area with a large meeting room have been designed so that researchers can interact and have meetings. The new training room is used for Master's courses and a series of technical workshops.
- As already mentioned, information and documents are archived in several places and thus, the Center is creating a new Intranet and wiki to centralize access to all the procedures, information and policies. In addition, a Guide for Researchers is being prepared and is one of the new priority actions for the next HRS4R Action Plan period (see new actions).

Training and development

Strengths and Weaknesses (Initial Phase)

The CIPF provides training tailored to the employees' needs, as well as seminars and relevant talks from the research community. Meanwhile, courses are not structured enough and improvements are clearly needed, mainly concerning the dynamic and pro-active adaptation of the offer to the actual needs. In addition, there is no institutional policy or practices regarding supervision, specially between early stage and senior researchers. As stated above, the CIPF lacks a Career Development Plan, which should deal with these aspects related to research training and continuous development.

Strengths and Weaknesses (Interim Assessment)

Strengths

- CIPF promotion of training and continuous career development. The CIPF provides ongoing training, seminars and relevant talks from the research Community during the year.
- Appropriate procedures and environment for relations with supervisors.
- Specific Training and Mentoring Committee in place and with positive results so far. The Committee is appropriately promoting participation, mentoring activities and promotion of role

of supervisors, mentors and career advisors. The Committee has recently performed a survey to identify the needs of students and postdoc as a basis for developing a mentoring plan.

Weaknesses

- Lack of an Institutional policy and practices regarding supervision.
- Lack of specific training plan and training catalogue for researchers.

Remarks (Interim Assessment)

Several actions and initiatives have been taken place in the last period addressing specific issues related to this block of the Charter & Code principles. These actions include a more comprehensive CIPF's training plan, incorporating new training activities and aligning these with those needs identified by the professionals themselves and collected through survey.

An additional survey has also been recently carried out for the development of the new institutional Action Plan including specific questions regarding Training and Development needs.

However, due to the COVID-19 pandemic, there were training actions planned for 2020 and 2021 that took place online and/or were postponed. We are currently at 100% and planning the 2022 training plan with courses, seminars, workshops, conferences, etc.

Additionally, as previously mentioned, the CIPF has continued to work on the promotion of the roles of supervisors, mentors and career advisors. The specifically designated Training and Mentoring Committee is working on activities to be undertaken.

The CIPF has also been foaddressing the weaknesses detected in the Initial Phase, as follows:

Career Development Plan: as mentioned the Research Tracks & HRS4R Program has been developed.

The General Training Committee has been updated and the new Scientific Training and Mentoring Committee has been designated in order to implement the CIPF's Career Mentoring Program.

On the other hand, two actions included in the initial HRS4R Action Plan were designed to address specific issues related to this block of C&C principles. As shown below, important progress has been made in recent years, including the development of a Training and Development Plan for research staff in which different areas of the institution participate.

This Programme is a guide for predoctoral researchers whose purpose is to support researchers in their research programme at CIPF and to give them access to the development of further skills that will assist them current research and enhance their further career prospects, in whichever direction.

However, even though last year's efforts resulted in the promotion of new training activities, the complete achievement of this action has been extended, mainly due to the CIPF's continuing education policy and the economic constraints derived from the current context.

Have any of the priorities for the short- and medium term changed?

The main priorities drawn from the Gap Analysis remain in place. However, some actions have been extended to the new plan due to the strategic institutional continuous improvement nature and the significant growth in the last period.

Additionally, the current CIPF's Strategic Plan is about to end and the institution is currently working in the preparation of the new Strategic Plan 2023-2027. For the development of the new strategic plan a participative, constructive process where everyone has a voice in the future of the institution has been initiated. All the employees have been invited to participate in the process which includes a survey, interviews, work groups and additional actions developed to analyse the current situation and shape the future. HRS4R is of course part of the Strategic Plan and new actions might be incorporated as a result of the new Strategic Plan. The institution is also planning to submit the new Strategic Plan to the prestigious national Severo Ochoa Accreditation for Excellence. If granted, the Severo Ochoa recognition will imply further funding over four years to promote frontier research, preferential access to other research facilities, improved access to additional competitive calls, flexibility measures to hire new researches using the funds provided, increased visibility and capacity for attracting new personnel and sponsors.

Meanwhile the following priorities are being addressed:

- Provide further training on OTM-R practices for all of those involved in recruitment procedures, including training in gender-bias.

Carry out training in non-sex inclusive language to guarantee a staff selection process without discrimination and equal opportunities.

- Ensure that there is an adequate renovation of the scientific and technical equipment affected by obsolescence processes, as well as to identify strategic acquisitions, including computer equipment and network infrastructures.
- The incorporation of new research groups to the CIPF as one of the actions foreseen in the CIPF strategic plan. Guide for researchers is being prepared including a comprehensive review of the different services available, procedures and policies.
- Research Management procedures and policies are also being reviewed by the Research Support Unit under the coordination of the Direction of the Center.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

In 2020, the situation caused by COVID-19 and the decision to have part of the remote working day meant that during the first half of the year we had to focus on actions aimed at improving the organization of our work and the well-being of our employees, and that meant postponing actions foreseen in the HRS4R action plan.

Regarding measures to promote well-being, all workers were provided with a series of resources that ranged from guidelines on how to organize remote work schedules, work ergonomics, recommendations for managing emotions, and health and safety.

Another measure aimed at achieving more effective remote management was the installation of the platform TEAMS on all staff computers to facilitate on-line meetings, document management, on-line courses, creation of work etc. TEAMS is a communication and collaboration platform that combines persistent workplace chat, video meetings, file storage, and application integration.

In parallel, the upward trend of the results, the increased number of groups and R&I activity have been linked to a redesign and reorganization process of the research support services, as well as the strengthening of the research support structure. Integral Project Management Services are currently being launched and the Research Support Unit have been reinforced with, among other objectives, the design and implementation of top-quality services addressed to maintain growth and sustain the CIPF's strategic objective of achieving excellence and collaborative research and being awarded with research projects of the highest level, with special emphasis in European networks and projects.

Are any strategic decisions under way that may influence the action plan?

As above mentioned, the institution is currently involved in an in-depth analysis that will be the basis for the forthcoming Strategic Plan 2023-2027. The analysis includes the participation of all the staff and count on the opinion of leading figures and external experts. The process for the development of the new strategic plan includes, among other actions, a survey, interviews, creation of working groups and specific actions developed to analyse the current situation and how to reshape our Institution for the future. HRS4R is, obviously, a key part of the analysis. Needless to say, that all the actions related with HRS4R will be also included in the HRS4R action plan.

3. ACTIONS

Nº	Action	Timing								Responsible Unit	Indicator(s) Target(s)
		18	19	20	21	22	23	24	25		
		Only for previous actions				Only for active & new actions					
Action 1	Develop a Code of Good Practices for Research			Q4		Q2				- Management - Research Support Unit - Human Resources Committee for Research Integrity	- Code of Good Practices for Research - Training sessions on Good Practices for Research
Action 2	Creation of an institutional Research Integrity Committee			Q2		Q2				- Scientific Director	- Ethical Committee
Action 3	Translate into English all relevant procedures		Q4				Q4			- All departments involved in the drafting of procedures	- Number of procedures and documents available into English
Action 4	Develop an institutional public engagement strategy, inc. Responsible Research and Innovation principles and practices			Q4			Q4			- Communication - Research Support Unit - Director	- Institutional strategy on Public Engagement and RRI - Training sessions on public engagement for researchers
Action 5	Develop an institutional Open Access and Open Data policy			Q4			Q4			- Research Support Unit - Director - IT	- Institutional Open Access and Open Data policy - Training sessions on Open Science, Open Access and Open Data
Action 6	Develop recruitment and selection procedures and guidelines according to OTM-R.		Q3							- Human Resources	- Recruitment and selection procedures according to OTM-R. - Selection guidelines for researchers.

Nº	Action	Timing								Responsible Unit	Indicator(s) Target(s)
		18	19	20	21	22	23	24	25		
		Only for previous actions				Only for active & new actions					
Action 7	Creation of an internal program for Mentoring and Career Advice			Q4		Q2				<ul style="list-style-type: none"> - Training and Mentoring Committee - Human Resources 	<ul style="list-style-type: none"> - Institutional program for Mentoring and Career Advice - Number of researchers involved in the program for Mentoring and Career Advice - Guidelines for feedback and appraisal between supervisors and researchers. - Number of supervisors and researchers involved
Action 8	Develop a Career Development Plan		Q4							<ul style="list-style-type: none"> - Management - Human Resources - Labor Committee - Group Leaders 	<ul style="list-style-type: none"> - Career Development Plan
Action 9	Develop an institutional mobility program		Q4				Q4			<ul style="list-style-type: none"> - Director, Research Support Unit - Human Resources - Training and Mentoring Committee 	<ul style="list-style-type: none"> - Institutional mobility program. - Number of researchers involved in the mobility program.
Action 10	Provide training on the use of scientific equipment and ensure good working conditions		Q4							<ul style="list-style-type: none"> - Management, Facilities Committee 	<ul style="list-style-type: none"> - Number of training sessions on the use of scientific equipment - Number of researchers involved in training - Number of out of operation equipment
Action 11	Review labour categories and staff salaries and public salary tables			Q1						<ul style="list-style-type: none"> - Human Resources - Financial Management - Labor Committee 	<ul style="list-style-type: none"> - Number of labour categories reviewed - Publication of salary tables guidelines for researchers
Action 12	Develop a Research Development Program for training and professional development			Q2						<ul style="list-style-type: none"> - Director - Human Resources - Training Committee 	<ul style="list-style-type: none"> - Number of courses organized - Number of seminars organized - Number of attending researchers

NEW ACTIONS IMPLEMENTED ACTION PLAN

Nº	Action	Timing				Responsible Unit	Indicator(s) Target(s)
		22	23	24	25		
		Only for active & new actions					
Action 13	Continuous improvement of OTM-R principles		Q2		Q2	- Human Resources	- Working group meetings. - Number of training and communication actions
Action 14	Expansion and improvement welcome Process. Include information on HRS4R in the welcome manual for new employees		Q2			- Human Resources	- Updated Welcome manual CIPF - Emails with all documentation sent to new employees.
Action 15	Approval and dissemination of the II CIPF's equality plan	Q3				- Human Resources - CIPF Workforce	- II CIPF's Equality Plan
Action 16	Maintenance of the Compliance Penal		Q4		Q4	- Compliance Officer	- Dissemination and measures related to the Compliance Penal
Action 17	Creation of a new intranet including HRS4R principles	Q4				- IT Department - Management - HRS4R Commission	- HRS4R Intranet section
Action 18	Maintenance of the code of good practices in research		Q4		Q4	- IT Department - Research Integrity Committee	- Dissemination and measures related to the Code of Good Practice in Research
Action 19	Incorporate measures that guarantee digital disconnection	Q4				- Legal department - Human Resources	- Guarantee digital disconnection measures
Action 20	Set up and continuous improvement of integral project management (PMI) services		Q2			- Research Support Unit	- Review and kick-off of PMI Services - PMI follow-up meetings with all the research groups (reports)
Action 21	Talent acquisition through competitive grants		Q2		Q2	- Research Support Unit Human resources	- Recruitment plan for R&I talent acquisition through competitive grants. - Development of a specific website section
Action 22	Guide/Handbook for Researches including the review of procedures and policies			Q3		- Research Support Unit	- Publication of the Guide/Handbook and continuous follow-up

ACTION DETAILS

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25		
ACTION 1		Only for previous actions			Only for active & new actions					
Develop a Code of Good Practices for Research	(1) Research freedom. (2) Ethical principles. (3) Professional responsibility (4) Professional attitude (8) Dissemination, exploitation of results		Q4						- Direction - HR - TTO	- Code of Good Practices for Research - Training sessions on Good Practices for Research

CURRENT STATUS

IN PROGRESS

REMARKS

The Code of Good Practice for Research is in the final draft stage. With the implementation of the Good Research Practice Guidelines the CIPF intends to improve the quality, productivity and competitiveness of the research that is carried out in all the fields. The Guidelines clearly detail the recommendations and mechanisms that are in place to guarantee compliance with the current legislation and the principles of social responsibility and efficient use of resources. The Guidelines are also an important tool to promote good practices in the undertaking, management and communication of research throughout the CIPF by following the criteria established by external auditors and evaluations, and fostering the acquisition of good scientific practices from the very beginning of the research training process.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25		
ACTION 2		Only for previous actions			Only for active & new actions					
Creation of an institutional Research Integrity Committee	(2) Ethical principles		Q2						- Scientific Director	- Ethical Committee
CURRENT STATUS										

COMPLETED

REMARKS

The CIPF has settled up specific Committees for Research Integrity (RIC):

- Good Practices and Research Ethics Committee, for a responsible research conduct as the basis of research behaviours. This committee plays a role in dealing with cases of research misconduct and fostering research integrity among different research institutions.
- Ethical Committee on Animal Welfare, to prevent research misconduct on animal research projects.
- Criminal Compliance Committee and Compliance Officer implementing the Compliance Penal Standard in order to take actions to minimize exposure to criminal risks derived from research activities, identifying the activities in which the misdeed can be committed considering the internal and external issues that are relevant and the requirements of its stakeholders.

The RIC's are responsible in promoting research integrity, i.e., providing advice for researchers on how to adhere to the responsible conduct of research by means of codes, policies, guidelines, checklists and other documents in which good research practices are presented. RIC are responsible for dealing with cases of research misconduct and notifying any case of research misconduct.

Criminal Compliance Committee and Compliance Officer establishes the following ethical principles through a policy established: - zero tolerance for breaches of applicable law, thus prohibiting the commission of any criminal acts; - obligation to report suspicious acts or misconduct related to risks of all members of the organization, as well as collaborators and partners; - establish, publicize and guarantee compliance with a standard of behaviour for all activities, programs and research groups of the organization, as well as for its partners, - make a whistleblowing channel available to all interested parties, guaranteeing confidentiality and the absence of retaliation for the whistle blower; establish, implement, maintain and continuously improve a criminal compliance management system according to the UNE 19.601 standard.

The Foundation has approved Code of Ethics as a part of the good practices policy and establishes the general guidelines that must govern the conduct of all persons subject to it in the performance of their duties and in their relationships with all interested parties. Ethical Principles: Good corporate governance, the practice and defence of honesty, security, responsibility, confidentiality, respect for legality and transparency.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25		
ACTION 3		Only for previous actions			Only for active & new actions					
Translate into English all relevant procedures	(7) Good practice in research	Q4				Q4			- All departments involved in the drafting of procedures	- Number of procedures and documents available into English

CURRENT STATUS

IN PROGRESS

REMARKS

All relevant internal Human Resources and Work Place Risk Prevention procedures and guidelines have been translated into English in order to meet the C&C and OTM-R elements as described in the Gap Analysis identified for principle 7(Good practice in research). The relevant related documents have been translated such as: Personnel Hiring and Selection Procedure, the CIPF's Welcome Pack, Job Offers, Job offers resolution, merits value, HRS4R Code of conduct, Scientifics Collaboration Agreements, Training Placement Agreement, Information of personal data protection, Internal regulations of the Labour Calendar, CIPF's Career Development Plan, Health and safety coordination information, Health and safety general information, Form for work with biological material, medial recognition, renounce of medical recognition, Statement of compliance in health and safety.

The translation of the internal guidelines and procedures of the CIPF into English has been a valuable tool for the incorporation of foreign people in recent years. Additionally, the research project management procedures are now being reviewed and updated versions will be published by 2023. This action remains therefore open in the context of the continuous improvement policies of the institution.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
ACTION 4		19	20	21	22	23	24	25		
		Only for previous actions		Only for active & new actions						
Develop an institutional public engagement strategy, inc. Responsible Research and Innovation principles and practices	(9) Public engagement		Q4			Q4			- Communication - Research Support Unit - Direction	- Institutional strategy on Public Engagement and RRI - Training sessions on public engagement for researchers.
CURRENT STATUS										

EXTENDED

REMARKS

Thanks to the work done under this action the Center's public engagement strategy has been further reinforced. Additionally, this action forms now part of the CIPF's actions prioritized on its strategic plan and further work is foreseen. This is the reason why we would like to keep the action open for the next period.

The CIPF aims to promote a better and broader understanding of the social and cultural relevance of biomedical research. As per this goal, we continuously organise a variety of activities and events where members of our scientific community, scholars from other disciplines as well as members of the public meet and engage in dialogue about science. All these activities take place under the umbrella of the institutional public engagement strategy.

As a public- funded research Center, CIPF open its doors to society through events, talks, and guided tours. CIPFs is making important efforts to take its science to the public and to bring the public into the institute to see our research. Public engagement is a priority for European research institutions, funding bodies, and evaluators. CIPF is committed to involving the public, patients, and policy makers in its science.

As an example, in 2018 CIPF organised for the first time events to celebrate the European Researchers' Night and the International Day of Women and Girls in Science. Both of them were highly successful in engaging the public and promoting science. CIPFs scientists are also actively involved in visits to schools to share their knowledge and experience. One principal objective of these actions is to stimulate scientific curiosity and to encourage young girls to pursue scientific careers by providing a dialogue between women and girls in science. Additionally, the CIPF's researchers have an active participation at festivals and events such as the Pint of Science and VLC Data Beers, or Women in Data Science for example. This is great example of taking our science out to the public and generating public forums to discuss research topics. Science goes out of the lab and closer to citizenship.

Our press office and research staff are actively involved in providing guided visits to schools and patient groups throughout the year. The mission of CIPF's Communications and Events Department is to bring the Centre's research activity closer to those who can benefit the most from it, especially patients. We work to improve the public understanding of biomedical research. In order to fulfil this objective, we use all the information channels available, both traditional and digital. Our news items receive extensive media coverage with many spotlights in the press, either online or in print, and also via series of appearances on radio and television programs. Throughout the year, we set up interviews and work with local, regional, national and international media to provide accurate information about our scientific discoveries, events and management news.

Since October 2020, the CIPF belongs to the Unit of Scientific Culture and Innovation (UCC+i) network as a member accredited by the FECYT Spanish Foundation for Science and Technology in recognition of CIPF activities in dissemination, communication and outreach.

Public Engagement at the CIPF bring several benefits to researchers as:

-
- They can do their work more relevant to society and to specific public audiences
 - Enhancing their public science communication skills
 - Learning and recognizing other multiple perspectives on science and society
 - Enhancing publics' increased use of evidence in decision-making
 - Increasing awareness of the cultural relevance of science, including excitement and enthusiasm for science
 - Fostering trust between the scientific community and various publics
 - Increasing publics' knowledge about science and scientific research
 - Increasing publics attitudes towards science and scientific research

Among the tasks and activities planned for the next period under this action it is worth to mention:

1. Continue to develop the new website to increase impact and positioning.
2. Continue and promote the ongoing the Program of scientific seminars.
3. Renew and launch a new corporate image of the Foundation to strengthen its competitiveness and international recognition.
4. Develop a web space dedicated to the education and dissemination of scientific results citizens.
5. Keep promoting the appearance of the Foundation in the media and the dissemination of its results.
6. Implementation of the new Transparency Portal.
7. Open day with the pharmaceutical sector to encourage collaborations with groups research.
8. Scientific dissemination program in Valencia, through the regular holding of public events and strengthening connections with local schools and civic organizations.
9. Demonstrate a strong commitment to citizens and patients and convert the community Valencian in active agent.
10. Keep actively promoting gender equality.
11. Increase the Foundation's visibility to attract potential collaborators, partners as well as students

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25		
ACTION 5										
		Only for previous actions			Only for active & new actions					
Develop an institutional Open Access and Open Data policy	(8) Dissemination, exploitation of results		Q4				Q4		- Research Support Unit - Direction	- Institutional Open Access and Open Data policy. - Training sessions on Open Science, Open Access and Open Data.
CURRENT STATUS										

COMPLETED

REMARKS

As it was envisaged, the CIPF has successfully developed its Code of Good Practices (CGP) for Research including specific chapters on Open Access and Open Data fully aligned with the Chapter and Code Recommendations. Therefore, as it was envisaged, the policy developed under this action has fully been incorporated into the CGP including special emphasis to:

1.- Record Keeping, documentation, storage, conservation and cession or shared use of data, documents, and biological or chemical material resulting from research:

- Plan for collecting and conserving data
- Record of data and rectifications
- Conservation of the collated data
- Storage and access to the data
- Properties of the data and samples
- Sharing of data and samples with third persons
- Storage time for data and samples

2.- Publication, dissemination and exploitation of Research results

- Publication of research results
- Duplication or redundant publication
- Results review
- No to fragmented publication
- "Peer review" practice
- Results protection management. Intellectual property, industrial property, Know-how
- Bibliographic references to third parties
- Acknowledgements
- Institutional credits and aid
- Declaration of conflicting interest
- Presentation in mass media
- Premature presentation to the media
- Emergency presentation
- Use of publications for evaluation purposes
- Audit of scientific papers, publications and patents
- Who can be an author?
- Who should be an author?
- Providing data, opinions or subjects of experimentation
- Authors partially responsible
- No to false authorship and honorary authors
- Authorship non.recognitions and ghost authors
- Indication of authorship in reports

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
ACTION 6		19	20	21	22	23	24	25		
		Only for previous actions			Only for active & new actions					
Develop recruitment and selection procedures and guidelines according to OTM-R	(17) Variations in the chronological order of CVs Code (18) Recognition of mobility experience Code	Q3							- Human resources	- Recruitment and selection procedures according to OTM-R - Selection guidelines for researchers
CURRENT STATUS										
COMPLETED										
REMARKS										

The CIPF recruitment and selection policy has been updated and reviewed in order to meet the C&C and OTM-R elements as described in the Gap Analysis. Special attention will be paid to the gaps and needs identified during the HRS4R process at CIPF for principles 12 (Recruitment), 13 (Recruitment (Code)), 14 (Selection (Code)), 15 (Transparency (Code)), 16 (Judging merit (Code)), 17 (Variations in the chronological order of CVs (Code)), 18 (Recognition of mobility experience (Code)), 21 (Postdoctoral appointments (Code)), and OTM-R checklist.

In the selection process, a selection team with accredited experience, must be formed to evaluate the candidates presented and meet the evaluation criteria linked to the elements of the C&C identified in the Gap Analysis (16 (Assessment merit). The CIPF has reviewed and updated its recruitment policy as well as its internal procedures for the selection of research staff for projects and teaching and research staff. As planned, these have been reviewed and updated to incorporate the aspects of the C&C and OTM-R described in the Gap Analysis: the recruitment procedure is open, efficient and transparent and all job offers published give a detailed description of the knowledge and skills required for the position (13 (Recruitment (Code)) while also specifying the access conditions and ensuring equal opportunities (12 (Recruitment));

The recruitment policy aims to ensure that all professionals who take part in personnel selection processes have the knowledge and training required for inclusion in the processes in accordance with the principles of the same. However, it is true that the selection committees are created based on the roles involved in each selection process more than gender equality considerations (14 (Selection (Code))); Job offer descriptions include information for candidates on the recruitment process, the requirements for the position and the number of positions available.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25		
ACTION 7		Only for previous actions			Only for active & new actions					
Creation of an internal program for Mentoring and Career Advice	(11) Evaluation/ appraisal systems (30) Access to career advice (34) Complains/ appeals (36) Relation with supervisors (39) Access to research training and continuous development (40) Supervision		Q4			Q4			- Direction - Human resources	- Institutional program for Mentoring and Career Advice - Number of researchers involved in the program for Mentoring and Career Advice - Guidelines for feedback and appraisal between supervisors and researchers - Number of supervisors and researchers involved

CURRENT STATUS

IN PROGRESS

REMARKS

The CIPF has established a Training and Mentoring Committee responsible for developing competencies in mentoring and training, implementing activities designed to achieve these competencies and recommending the budget allocation for such activities. The committee is also responsible for fundraising and partnership actions related to its mission.

Among the activities of the Training and Mentoring Committee it is worth highlighting the coordination of the CIPF Career Mentoring Program. This Program brings mentors, mentees together to develop the skills, knowledge, attitudes, and connections mentees need during their research career. On the other hand, one of the initial activities carried out has been the design and development of an internal survey with the main aim of collecting the opinions and needs of the scientific community and gathering a network of mentors that will participate in the development of the program.

Work has also been done to further allow predoctoral and postdoctoral researchers to get experience that compliments and gives context to research pursuits and exchange knowledge, insights, and experience with a mentor. Participating in the mentoring program:

- Brings ongoing attention to career development
- Further develop a specific skillset or competency
- Further expand professional networks
- Provide opportunities to share knowledge and experiences
- Allows participants to see things from another person's perspective
- Enhance personal brand

The Training and Mentoring Committee is also starting now to work on the analysis of fundraising opportunities related to its mission.

The action has therefore been extended due to the strategic institutional continuous improvement nature and because further important activities are planned for the next period (implementation of the Mentoring and Career Advice Program, Fundraising activities, etc.).

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)								Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25			
ACTION 8		Only for previous actions			Only for active & new actions						
Develop a Career Development Plan	(13) Recruitment (Code). (21) Postdoctoral appointments (Code). (25) Stability and permanence of employment. (28) Career development. (29) Value of mobility. (37) Supervision and managerial duties	Q4							- Direction - Human resources - Works Council	- Career Development Plan	

CURRENT STATUS

COMPLETED

REMARKS

The CIPF is firmly committed to developing the careers of its employees, facilitating personal and professional development that allows individuals, departments, committees and any other type of group to reach their full potential. This is regardless of the type of employment contract, and also applies to researchers on fixed-term contracts.

An analysis of CIPF research profiles descriptions has been done to better align them with the European profiles in order to meet the C&C and OTM-R elements as described in the Gap Analysis identified for principle 13 (Recruitment), (21) Postdoctoral appointments (Code), (28) Career development, (29) Value of mobility.

As part of the ongoing improvement process, and to continue aligning our practices with the Charter and Code for Researchers, in 2019 we have updated the competencies and skills for research careers. To do so, we have refined and expanded the CIPF research profile descriptions to better align them with the European profiles and meet the development needs of all the CIPF's research staff, improve performance and quality, and promote a culture of continuous improvement.

In the context of the HRS4R Action Plan. The professional categories of research staff were reviewed and the skills to be evaluated and developed were updated. New salary tables were agreed with the new professional categories (R1, R2, R3 and R4) in accordance with the European classification. The job announcements that have been published already apply the new professional categories.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)								Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25			
ACTION 9		Only for previous actions			Only for active & new actions						
Develop an institutional mobility program	(18) Recognition of mobility experience (Code). (29) Value of mobility	Q4				Q3			- Direction - Human resources - Research Support Unit	- Institutional mobility program. - Number of researchers involved in the mobility program	
CURRENT STATUS											

EXTENDED

REMARKS

The CIPF continuously works to bolster its international profile through initiatives that increase its research partnerships around the world as well as the number of its international exchanges and students.

One of the objectives of this action for the CIPF is to deepen institutional exchange, learning and cooperation with other universities, research Centers and institutions with experience in order to acquire new competencies that improve the research carried out in our Center.

Several actions have been carried out between 2019 and 2022, among them, the Intramural Call Research Stay and training Mobility Programme. The aim of these calls is to promote the dissemination of FCIPFs research activity and the development of collaborative research through research stays and to promote access to training activities and continuous development.

Additionally, in selection procedures it is of increasing importance that the candidates can show they have previously performed mobility periods: it is considered an added value to their global profile as mature researchers. Selection procedures duly take this into account, as well as the fruitful cooperations previously developed, or to be developed, with foreign entities and research Centers. Indeed, mobility experience is being increasingly deemed to be one of the criteria necessary for obtaining a post at the CIPF. It is being considered in the same manner as the other criteria and scored accordingly in line with the recruitment procedure based on experience related to the competency.

A new specific action has been included in the HRS4R Action Plan addressed to attract R&I talent through competitive proposals, adapted to the research groups' own research plans. Mobility calls will of course be taken into account for the development of the action.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
ACTION 10		19	20	21	22	23	24	25		
		Only for previous actions			Only for active & new actions					
Provide training on the use of scientific equipment and ensure good working conditions	(23) Research environment	Q4							- Facilities Committee	- Number of training sessions on the use of scientific equipment - Number of researchers involved in training - Number of out of operation equipment
CURRENT STATUS										

CURRENT STATUS

COMPLETED

REMARKS

Cutting-edge biomedical translational research relies on using a constantly evolving set of technologies to advance scientific knowledge and accelerate the transfer of experimental findings into medical practice. At the CIPF, these essential resources are managed through its Core Facilities, which have been organized to offer researchers access to the latest technologies and best technical expertise available. The Core Facilities strive to provide highly customizable fast, reliable, flexible, and cost-effective services that match individual research needs, all with in-house scientific support.

The main mission of the CIPF Core Facilities is to help scientists answer complex biological questions and facilitate the execution of advanced scientific projects. In order to achieve their goals, these facilities maintain state-of-the-art scientific instrumentation, provide specialized technical support, and advise users on techniques and experimental design.

The CIPF has carried out training of scientific equipment to ensure good working conditions. For the use of the equipment, the staff receives initial training by the person responsible for the equipment. On the other hand, the CIPF offers internal training courses on general-use equipment such as: handling the cytoFLEX S cytometer, qPCR, Cytation 5 and BioSpa 8 and liquid nitrogen filling of NMR spectrometers.

The following regulations have been taken into account:

The Law 31/1995 on Occupational Risk Prevention (LPRL), in its articles 18 and 19, establishes the obligation for all workers to receive sufficient and appropriate information and training in preventive matters. Upon arrival at the CIPF it is necessary and mandatory, an initial training in occupational risk prevention "Safety and health in the workplace", which is intended to enable workers to perform their job or function without risk, where possible, or with acceptably controlled risks, following the instructions of the University and using the means made available to them.

Royal Decree 664/1997 on the protection of workers against risks related to exposure to biological agents at work, in its article 12 establishes that the employer shall take appropriate measures to ensure that workers and workers' representatives receive sufficient and adequate training and information.

Users of Biosafety rooms are exposed to a biological risk arising from the products and samples they handle. It is possible to perform daily work under high safety conditions by adopting protective measures through good laboratory practices and techniques, which require prior training of personnel and derive from common sense and knowledge. Therefore, prior and specific training on working methods and internal management of the biosafety rooms will be necessary, which will be given by the Biosafety Committee, before obtaining authorization and access to them.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)	
		19	20	21	22	23	24	25			
ACTION 11		Only for previous actions			Only for active & new actions						
Review labour categories and staff salaries and public salary tables	(26) Funding and salaries		Q1						- Direction - Human Resources - Financial Management - Works Council	- Number of labour categories reviewed - Publication of salary tables	
CURRENT STATUS											

CURRENT STATUS

COMPLETED

REMARKS

The Human Resources Department, together with the Management team and the works Council, have been in charge of reviewing and updating the staff salaries and public salary tables that are available to staff on the CIPF's intranet where they can find all the information about it.

In 2019, the research categories were reviewed and salaries equalized so that both, men and women in the same categories are in the same conditions.

On the other hand, the new denomination of the research categories has been agreed, becoming R1, R2, R3 and R4 in accordance with the European classification.

As part of the continuous improvement process, and to continue aligning our practices with the Charter and the Code for Researchers, in 2019 the skills and abilities for research careers have been updated in the job descriptions of these categories.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25		
ACTION 12		Only for previous actions			Only for active & new actions					
Develop a Research Development Program for training and professional development	(38) Continuing Professional Development. (39) Access to research training and continuous development		Q2						- Direction, Research - Development Program Manager	- Number of courses organized - Number of seminars organized - Number of attending researchers
CURRENT STATUS										
COMPLETED										
REMARKS										

The CIPF's is carrying out the Researcher Development Programme: A guide for predoctoral researchers. The purpose of the CIPF's Researcher Development Programme is to support researchers in their research programme at CIPF and to give them access to the development of further skills that will assist them current research and enhance their further career prospects, in whichever direction.

Our programme follows closely the Vitae Research Development Framework to researcher development that has been adopted by major research funders and supported by a wide range of employers. Its remit is to give professional support and promotion to the personal, professional and career developments of researchers. It identifies the essential attributes and behaviours of highly skilled researchers necessary for success in a wide variety of careers. Participation in the programme is important for:

- 1) Improving research skills.
- 2) Enhancing future employment prospects.
- 3) Broadening horizons.

In recent years, various courses, conferences, seminars, workshops and thesis readings have been given for the personal researcher with the aim of equipping them with skills and training to improve their research development. The CIPF has offered courses focused on professional development in research such as: The Process of Publishing Scientific Papers, Biological Imaging and Navigating the scientific career path.

As part of our strategic plan and commitment to the HRS4R program, the CIPF has invested in the professional development training courses delivered by Nature journal editors, experienced researchers, funders and other professionals. These courses have offered to our researchers the opportunity to learn techniques and strategies to develop their skills and confidence in a variety of essential investigative activities. They will be able to apply these skills to their daily professional life, but also take advantage of them to develop their career. The courses offered include:

- Narrative Tools for Research
- Managing Research Data to Unlock it's Potential
- Effective Collaboration in Research
- Scientific Writing and Publishing
- Focus on Peer Review

English courses are also offered annually at various levels to improve writing and scientific presentation. Yoga courses have also been provided to all the interested personnel.

In addition, research training is offered for the entire research community (R1 to R4), such as seminars, conferences, workshops and FBR. These trainings are carried out continuously in the workplace.

NEW ACTIONS IDENTIFIED FOR THE PERIOD 2022 – 2024

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
ACTION 13		19	20	21	22	23	24	25		
		Only for previous actions			Only for active & new actions					
OTM-R training	(12) Recruitment (13) Recruitment Code (14) Selection Code (15) Transparency Code (16) Judging merit Code (17) Variations in the chronological order of CVs Code (18) Recognition of mobility experience Code, (21) Postdoctoral appointments Code					Q4			- Communication - Human resources	- Working group meetings - Number of training and communication actions

CURRENT STATUS

NEW ACTION

REMARKS

The objective of this new action is to carry out a communication plan and training actions for researchers about application of OTM-R.

The personnel selection processes at the CIPF are transparent and guarantee equal opportunities, without taking into account reasons of gender, ideology, beliefs, ethnicity, religion or other forms of direct or indirect discrimination. These processes are based on criteria of equality, objectivity and confidentiality, on the assessment of professional competencies and on the candidate's suitability for the vacant position based on parameters of skills, aptitudes, abilities and attitudes, all of which are assessed objectively.

Another objective of the selection policy is to protect personal data used at all stages of the process. All our selection processes use a web-based tool to avoid discrimination of candidates based on their geographic location and/or financial means. All job offers are published on the CIPF website and on EURAXESS in English, with a minimum application deadline of 15 days.

In order to raise awareness of the application of the OTM-R policies and recommendations, different communication actions are being carried out. The CIPF has a web page with an updated HRS4R section with all the related documentation. On the other hand, it has an Intranet site accessible to all the CIPF staff where all the information related to the OTM-R policy and other information on the HRS4R is stored and will be better internally disseminated and promoted.

We are also developing additional communication actions more targeted to specific audiences, such as training actions, specific meetings, lectures given by Jaime I Nobel Prize candidates among others.

As mentioned, due to the unexpected impact of COVID-19 on the organization of our work and the appearance of new, urgent needs to respond to the situation, we have not been able to roll out the OTM-R implementation communication plan. As a result, this new action is now planned for 2022 and 2023.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25		
ACTION 14		Only for previous actions			Only for active & new actions					
Expansion and improvement welcome Process. Include information on HRS4R in the welcome manual for new hires.	(12) Recruitment (13) Recruitment Code (14) Selection Code (15) Transparency Code (7) Good practice in research.					Q2			- Human resources	- Approval by governing bodies - Publication Welcome manual - Visits to the dedicated webpage
CURRENT STATUS										

NEW ACTION

REMARKS

It is necessary to include new actions to improve the OTM-R policy at CIPF related to the welcome process.

In order to improve the welcome process of new employees, the human resources department will give a brief on-site training to new employees to inform them about the procedures and manuals available, equality plan, HRS4R, internal policies and regulations and other relevant information.

Other actions to be carried out are include information on HRS4R in the welcome package, send to new employees, including the Code of Good practices in research and the "Career development plan" at the beginning of their contracts.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
ACTION 15		19	20	21	22	23	24	25		
		Only for previous actions			Only for active & new actions					
Approval and dissemination of the II CIPF's Equality Plan	(10) Non discrimination (24) Working conditions (27) Gender balance					Q1			- Human resources - Equality Committee	- Creation of the II CIPF's equality plan
CURRENT STATUS										

CURRENT STATUS

NEW ACTION

REMARKS

The CIPF is working in the preparation of the II CIPF's Equality Plan which will ensure non-discrimination in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition. The CIPF will align its HR and promotion practices with non-discrimination policy.

This plan will continue providing flexible conditions to enable researchers to balance work with other commitments (care of children, care of elderly, professional development). Our HR practices and Equality Plan present ample options for flexible hours to accommodate personal needs ranging from nursing of infants to pursuit of a master's degree.

Corrective measures will be applied to eliminate any pay gap based on gender.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)								Responsible Unit	Indicator(s) Target(s)
ACTION 16		19	20	21	22	23	24	25			
		Only for previous actions			Only for active & new actions						
Maintenance of the Compliance Penal	(2) Ethical principles					Q2			- Compliance Officer	- Internal regular audits - Periodic performance system indicators follow up	

CURRENT STATUS

NEW ACTION

REMARKS

The Foundation has established and implemented a Compliance Management System according to the UNE 19.601 standard with the guidelines for its maintenance and continuously improvement. The aim is to prevent the exposure to risks considering the internal and external issues that are relevant and the requirements of its stakeholders.

The Compliance Management System includes the organizational structure, responsibilities, functions, practices, procedures, processes and resources necessary to carry out the Maintenance of the Compliance Penal: The Code of Ethics; Compliance Management Manual; Procedures; Risk Identification; Analysis and Evaluation Report; Criminal Compliance Objectives Program; Indicators; System Review Report; Records; Formation & Information actions.

The appropriate compliance policy, objectives and strategy for the compliance obligations arising from our activities, have been established after consulting with the employees and in line with the values. The compliance policy establishes the general principles and the commitment of action of the FCIPF to achieve compliance.

This policy is available on the website and has been delivered and explained to all employees as part of the initial compliance training, so that they understand the principles and their intent. Annually, the policy is reviewed in order to ensure its effectiveness and suitability.

Actions for the maintenance and the continuously improvement of the compliance management system: Establishing a Compliance Officer ; Comply with the requirements of this policy, as well as those derived from the compliance management system; Establish, publicize and guarantee compliance with a standard of behaviour for all activities, programs and research groups of the organization, as well as for its business partners; Make a complaint channel available to all interested parties, guaranteeing confidentiality and the absence of reprisals for the complainant; Grant sufficient authority and independence to the compliance body to fulfil the responsibilities entrusted to it; Apply the corresponding sanctioning procedure against breaches of this policy, as well as those derived from the criminal compliance management system; Make this policy available to all interested parties through the web and communicate it to the members of the organization, as well as to business partners that may represent criminal risks; Examining the effectiveness of the compliance management system and modifying it if necessary; Ensuring that procedures are established that materialize the process of forming the will of the decision-making organization and its execution, promoting a culture of compliance that guarantees high ethical standards of behaviour; Continuously promote and supervise the implementation and effectiveness of the criminal compliance management system; Ensure that ongoing training support is provided to members of the organization to ensure that all relevant members are trained regularly; Promote the inclusion of compliance responsibilities in job descriptions and performance management processes; Implement a compliance information and documentation system; Adopt and implement processes to manage information; Establish compliance performance indicators and measure compliance performance; Analyse performance to identify the need for corrective action; Identify and manage criminal risks, including those related to business partners; Ensure that the compliance management system is reviewed at planned intervals; Ensure that employees are provided with access to compliance resources; Report to the governing body on the results derived from the application of the compliance management system.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
ACTION 17		19	20	21	22	23	24	25		
		Only for previous actions			Only for active & new actions					
Creation of a new intranet including HRS4R principles	(24) Working conditions				Q4				- Human Resources - T.I. Department	- Creation of the HRS4R section in the new intranet

CURRENT STATUS

NEW ACTION

REMARKS

The new intranet has been designed with the purpose of offering a more visible, modern and direct communication service to the Center's staff. With the creation of the new intranet, it is intended to obtain a number of benefits such as: Optimize communication and information flow between employees, increase organizational efficiency and productivity and have the benefits of sharing information.

In the new intranet, different sections and departments will be created to provide clear and visible information to the staff. A specific HRS4R section will be created where all HRS4R information will be archived.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25		
ACTION 18		Only for previous actions			Only for active & new actions					
Maintenance of the code of good practices in research	(1) Research freedom (2) Ethical principles (3) Professional responsibility (4) Professional attitude (8) Dissemination, exploitation of results					Q4		Q4	- Legal department - Direction - Human Resources	- Creation of the HRS4R section in the new intranet
CURRENT STATUS										
NEW ACTION										
REMARKS										

The Code of Good Practices is applicable to all members of the CIPF community who carry out or collaborate in research work within the institution, regardless of the discipline, program or area in which the research is framed.

The Good Practices in Research (GPR) are, essentially, an attitude towards research and constitute the way in which the approach and proposal of the research, the way in which it is carried out, the way in which the results are obtained, preserved and disseminated. The Code allows the verification of the quality and integrity of the research and is the basis for resolving conflicts or complaints of malpractice, fraud or inappropriate or dishonest conduct and promotes the conduct of quality research.

The maintenance of the Code of Good Research Practices involves an annual review of processes and updating documentation, review and monitoring of processes indicators, training in all ambits of knowledge and carrying out internal audits. All these activities are included in the development of this new action.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25		
ACTION 19		Only for previous actions			Only for active & new actions					
Incorporate measures that guarantee digital disconnection	(24) Working conditions					Q2			- Legal Department - Human Resources	- Creation of the Guarantee digital policy - Measures that guarantee digital disconnection

CURRENT STATUS

NEW ACTION

REMARKS

The right to digital disconnection is the right to privacy and proper work-life balance. It improves productivity, reduces absenteeism, increases the quality of work, improves the company brand, favours work-life balance, reduces stress and improves sleep and rest for working.

The CIPF will develop a policy on the right to digital disconnection with the objective of improving the working conditions of its employees, favouring the reconciliation of work, personal and family life.

CIPF has adopted an internal policy that guarantees labor right of its employees to disconnect any professional digital device or company software -computers, corporate mobile phones, etc.- during their rest periods and vacations and not to answer calls, WhatsApp messages, emails, video calls, or any other type of digital communication outside normal working hours.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)								Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25			
ACTION 20		Only for previous actions			Only for active & new actions						
Set up and continuous improvement of integral project management (PMI) services	(5) Contractual and legal obligations (7) Good practice in research (8) Dissemination, exploitation of results (9) Public engagement (15) Transparency Code (24) Working conditions (37) Supervision and managerial duties (and other principles)					Q4			- Research Support Unit	- Review and kick-off of PMI Services - PMI follow-up meetings with all the research groups (reports)	

CURRENT STATUS

NEW ACTION

REMARKS

The CIPF has notoriously increased its activity and results during the last period:

- In the period 2017-21, the number of research groups increased from 13 to 23 and 13 new researchers have joined the center after being funded through competitive talent recruitment programs.
- Scientific publications had a 49% increase in the period 2018-2021. More importantly, 79% of publications were published in the first quartile.
- At the same time, during the 2017-2021 period, the number of current competitive projects has increased by 18.5%. The total current budget of the active projects funded within the framework of competitive calls is of €13.6M. On the other hand, the number of proposals also increased considerably, with a growing success rate.
- In the last fifteen years, the FCIPF processed a total of 87 applications for patent registration, most of them requested jointly with other research Centers. Of these, around 25% of the records are in force. Likewise, in recent years five Spin-Offs have been created, whose products or services marketed come from the research results of the Center.

This continuous increase in the research and innovation activity and in the results obtained has been linked to an institutional redesign and reorganization, as well as the strengthening of research support services. In the recent period the CIPF has made an important effort to further strengthen the services provided to its research community. Within this framework, the Research Support Unit (RSU) has been restructured and works towards to provide timely and accurate information, services and advice to ensure effective and efficient management of research activity at the FCIPF. The RSU is nowadays responsible for promoting and strengthening the research activity at FCIPF, as well as managing the research projects and contributing to the advancement and transfer of knowledge. The Unit is committed to assisting Researchers at FCIPF with all the aspects of their research activity, and also works closely with the FCIPF Direction on the development of the Strategic Plan. In order to do so and in line with the needs detected, this action includes the development of comprehensive specialized project management services through all the phases of an R+D+I project: from the conception/idea, search of funding opportunities and proposal preparation to its planning, management, execution and dissemination, closure and evolution, ensuring: 1. full support to the R&I Community and Scientific Direction; and 2. rigor and compliance with the relevant requirements. The action includes the design and implementation of top-quality services in order to maintain growth and sustain the important effort that the CIPF has been making in recent years, fully promoting the participation of CIPF researchers in research projects, especially European ones, as well as to deploy the necessary structure to maximize the development of research and innovation projects and activities aligned with the challenges and objectives of Horizon Europe. Specifically, integral project management (PMI) services will be provided targeted to the different research groups at the institution. Such PMI services are committed to assist the Researchers and the Scientific direction to better: a) detect, dynamize and facilitate R+D+I opportunities; b) respond to the needs of the R+D+I staff and Scientific Direction; c) foster collaborative research and transfer of knowledge; d) assist to disseminate the results of the CIPFs activity. The services include: i) Pre-award and Post-award services specifically aligned with the situation of each research group through the entire lifecycle of the projects; ii) advice and full management of participation in competitive R+D+I activities, as well as offering guidance in the preparation and negotiation of research agreements; iv) management services, economic implementation of funding projects, justifications, coordination of project audits; v) promotion of knowledge, capabilities and results; v) support in technological transfer activities; vi) support in the identification, preparation and development of strategic projects. Most of these services that where already been provided have been analysed and will now be improved and implemented through PMI services.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25		
ACTION 21		Only for previous actions			Only for active & new actions					
Talent acquisition through competitive grants	(7) Good practice in research (12) Recruitment (13) Recruitment Code (18) Recognition of mobility experience Code (19) Recognition of qualifications Code (29) Value of mobility (38) Continuing Professional Development					Q2			- Research Support Unit - Human Resources - IT department	- Recruitment plan for R&I talent acquisition through competitive grants. - Development of an specific website section.
CURRENT STATUS										
NEW ACTION										
REMARKS										

The number of CIPFs researchers has grown quickly over the last few years and the institution is successfully working towards fostering a very dynamic, international and heterogeneous community.

This was one of the most important reasons for the CIPF's endorsement of HRS4R. The CIPF is fully committed to carrying on attracting more excellent talent, working to promote research and boosting researchers' careers. At the same time, and given the continuous growing of CIPF, the Center is becoming increasingly attractive and most research groups are interested in making the most of the possibilities offered by competitive calls for talent recruitment, either through specific national and international HR calls or through the inclusion of R&I costs in their project budget proposals.

Along these lines, within the framework of this new proposed HRS4R action, a specific recruitment plan for R&I talent acquisition through competitive research proposals will be developed and tailored to the specific research groups needs and objectives.

The initiative will be jointly developed by the Research Support Unit and by the Human Resources Department under the coordination of the General Direction. The IT Department will also be collaborating in the development of the action in the context of the institutional branding strategy and web site. The action includes:

- Analysis and promotion of participation in proposals to attract talent.
- Information and continuous support activities to better foster talent attraction through competitive grants.
- Development of a specific web section designed to promote and attract talent through R+D+I competitive calls.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)							Responsible Unit	Indicator(s) Target(s)
		19	20	21	22	23	24	25		
ACTION 22		Only for previous actions			Only for active & new actions					
Guide/Handbook for Researchers including the review of procedures and policies	(7) Good practice in research In general all the principles						Q3		- Research Support Unit	- Publication of the Guide/Handbook and continuous follow-up
CURRENT STATUS										
NEW ACTION										
REMARKS										

As above mentioned, the recent continuous increase in the research and innovation activity and in the results obtained has been linked to an institutional redesign and reorganization, as well as the strengthening of research support services. In this context, the CIPF has recently reviewed and strengthen the support services provided to its researchers. Within this framework, the Research Support Unit (RSU) has been restructured and works towards to provide timely and accurate information, services and advice to ensure effective and efficient management of research activity at the FCIPF. One of the main obstacles found during the services review was that information of R+D+I service and procedures is currently scattered in several documents and places. The researchers are not always familiar with the different services available and internal procedures. This is why the RSU has prioritized the development of this new HRSR proposed action in order to develop a friendly and easy to use Guide/Handbook for Researchers including the review of procedures and policies. The Guide will include full information about the services and resources that the CIPF offers of its research staff.

The Guide will be a non-static space and will be placed at the institutional intranet where it will be regularly updated. It will be designed in order to improve teamwork and the quality and efficiency of the CIPF's activity and processes. The development of the Guide will also be of help to develop and improve management activities and processes.

If your organization has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organization is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

A careful assessment of the recruitment practices and procedures at CIPF has been completed following the OTM-R checklist; all the weaknesses that were identified have been addressed, and today we can state the compliance by our institution with the aim of establishing a fully OTM-R Recruitment Policy.

During the preparation of the HRS4R gap analysis the CIPF's HRS4R steering committee has already discussed some of the actions that need to be taken in this regard in the short to medium term.

All selection and recruitment processes at CIPF will be based on the criteria of equality, objectivity and confidentiality, on the assessment of professional skills and experience and on the suitability of the candidate to the vacant post in terms of aptitude, abilities and qualifications objectively assessed. The processes will be transparent and ensure equal opportunities, without taking into account reasons of gender, ideology, beliefs, ethnicity, religion or other forms of direct or indirect discrimination.

The establishment of the CIPF's Recruitment Policy will be thus aligned with the overall action plan. The Recruitment Policy will be developed within the following actions:

- Action: Develop recruitment and selection procedures and guidelines according to OTM-R. This action will address the fulfillment of the OTM-R checklist as well as the C&C principles "(17) Variations in the chronological order of CVs (Code)" and "(18) Recognition of mobility experience (Code)". It will be completed by Q2 2019 and its main deliverables will be: (1) HR Recruitment and selection procedures according to OTM-R and (2) Selection guidelines for researchers.
- Action: Review labour categories and staff salaries and public salary tables. This action will contribute to the implementation of OTM-R compliant procedures as well as the C&C principle "(26) Funding and salaries". It will be complete by Q1 2019 and its main deliverables will be: (1) Update labour categories and (2) Publicly-available salary tables.

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The CIPF currently applies an OTM-R policy following and continuously upholding the principles of openness, transparency, and merit.

The general goal pursued by the CIPF's selection policy is to guarantee the best possible match between the person and the job, and endow the institution, in a reasonable amount of time, with professionals who are optimally matched to the specific need defined and the vacancy to be filled, proceeding in such a manner as to assure the process's quality and validity.

All selection processes are based on criteria of equality, objectivity and confidentiality, on the assessment of professional skills and on the suitability of the candidate to the vacant post based on parameters regarding skills, aptitudes, abilities and attitudes, all assessed objectively. The processes are transparent and ensure equal opportunities, without taking into account reasons of gender, ideology, beliefs, ethnicity, religion or other forms of direct or indirect discrimination. Another goal of the selection policy is to preserve the personal data used in all stages of the process. The CIPF aims to be a leading institution in the field of diversity. This means that in certain selection processes, preference is given to those who may be at risk of social exclusion.

All our recruitment processes use a Web-based tool to avoid discriminating against candidates based on their geographical location and/or financial means. All employment offers from R1 to R4 are published on the CIPF's website and on EURAXESS in English and with a minimum application period of 15 days in the majority of the cases.

Job offers for research staff in categories R1 to R4 are published openly and transparently on the CIPF website. It should also be mentioned that the Center has increased the visibility of job offers through its advertising on the new EURAXESS channel in English.

4. IMPLEMENTATION

General overview of the implementation process

The HRS4R Working Group preparing the Gap Analysis and the Action Plan will play the roles of an implementation committee and steering group and will be regularly overseeing the progresses in OTM-R strategy implementation.

The CIPF research community is represented in the Committee (researchers at all career development stages are involved). It will not be the only form of their participation in the implementation process, as their opinion will be checked by focus meetings and surveys and took into account during the whole plan.

The HRS4R implementation is explicitly envisaged in the CIPF Strategic Plan, and has been approved by the CIPF Board of Directors.

For increasing its visibility, the CIPF commitment with the HRS4R strategy will be included in the “Welcome Manual”, and together with the Action Plan will be published on the CIPF’s website.

The CIPF is committed to gaining and maintaining the Seal of Excellence in HR for Researchers and will do its best to positively pass the planned external control. In order to make sure that the actions listed in the Action Plan are truly implemented, all actions have also specific departments and persons assigned as in charge of implementation or coordination of implementation. Therefore, all of the actions intended to be implemented are tangible and consequently they will leave deliverables which will become an evidence of completing particular tasks in the future.

The internal review of HRS4R implementation will be performed by the same Working Group that was engaged in the elaboration of the Gap Analysis and the Action Plan. After the 24 months of Action Plan implementation, the interim assessment will come up and a report will be prepared by the Working Group for external evaluation. Justifications will be given for altered actions and revised timelines, taking into account external circumstances that were not known at the time of establishing the initial action plan. Within three years, the CIPF will implement and monitor the proposed actions according to the revised action plan incorporating feedback from the interim assessment.

It should be noted that since the implementation of the HRS4R Action Plan, it constitutes one of the strategic objectives of the CIPF and has been fundamental for its Research consolidated growth.

Since the presentation of the HRS4R Action Plan (2018), the CIPF staff has grown by 12%, going from an average of 129 workers in 2018 to 145 workers currently hired in 2022.

How have you prepared the internal review?

The CIPF HRS4R Steering Committee is in charge of carrying out internal monitoring of the development and fulfilment of the action plan and of advising and supporting the implementation of the process, meanwhile the CIPF Steering Committee leads the process.

Both committees successfully worked together in the development of the Gap Analysis and Action Plan and their role in the execution of the Action Plan was and is essential in ensuring that the whole research community, the governing bodies, all management departments and administrative and services staff are involved in its implementation.

For the preparation of the internal review, the CIPF HRS4R Steering Committee conducted an exhaustive review of all the actions implemented as well as any additional related initiatives that have been carried out. This review included an evaluation of the actions that are considered to have been completed and those that still need to be worked on in the next action plan. Other additional actions have also been identified to be taken into consideration for the Action Plan 2018-2022 that are important in terms of continuing to make improvements for researchers within the framework of the HRS4R.

After this initial evaluation, the results were shared with the CIPF HRS4R Committee responsible for providing support in the implementation of the process, to keep them up to date with the process and to obtain their feedback as well as information on additional aspects to be taken into consideration in the Action Plan 2018-2022.

Finally, the results were shared with the Steering Committee, which is the maximum body responsible for evaluation and for the implemented action plan, which it reviews and validates, completing the evaluation of the actions that need to be continued and the new actions to be included for the period 2018-2022.

How have you involved the research community, your main stakeholders, in the implementation process?

Taking advantage of the HRS4R process, an internal analysis with the participation of the whole research community from categories R1 to R4, regardless of its position or seniority, was carried out by an internal on-line survey and periodic meetings.

For the preparation of the initial Gap Analysis and Action Plan, this participatory process was of great help, allowing us to better analyse, prioritize and identify areas for improvement. The results of the analysis were all fundamental to the action plan's design and the follow-up.

With this information, the CIPF HRS4R Working Group and the Steering Committee have elaborated the internal review and defined the implemented action plan with new actions for the next 3 years.

In May 2022, work is being done on the development of a new internal on-line survey aimed at the research staff of the CIPF in order to collect information for the follow-up of HRS4R actions.

Do you have an implementation committee and/or steering group regularly overseeing progress?

The CIPF HRS4R Steering Committee is in charge of the internal monitoring of the development of and compliance with the action plan. This committee works as a team on an ongoing basis to share information and developments in relation to the different areas and to monitor the implementation of the various actions. It also keeps the Steering Committee informed of the general status of implementation of the plan.

Is there any alignment of organisational policies with the HRS4R?

This action plan is fully aligned with the CIPF's Strategic Plan to the point that all the actions were and will be included as Strategic Plan actions. With internationalization at the core of CIPF's current mission, the implementation of HRS4R is timely and a priority. With this in mind, the HRS4R process at the CIPF is following these main objectives:

1. Continuous improvement guaranteeing that the CIPF's policies and practices are aligned with European standards.
2. To attract high-quality researchers and professionals and retain the CIPF's current research talent, offering the best possible working conditions.
3. To better compete in local, national, European and international funding calls.

How has your organisation ensured that the proposed actions would be also implemented?

It is very important for the CIPF to ensure that the actions are implemented and this is the reason why the action plan includes details of the party responsible for each action and the indicators that allow each action to be monitored.

Additionally, the CIPF HRS4R Working Group and the Steering Committee monitor the progress of the action plan and ensure that the proposed actions are being implemented according to the established timeline, achieving the expected results.

The HRS4R Action Plan is promoted and approved by the highest representatives of the organization and all the actions are included as Strategic Plan actions.

How are you monitoring progress (timeline)? *How are you monitoring progress (timeline)?

For the purpose of monitoring implementation, action plan monitoring Steering Committee, which is in charge of regular monitoring. In these meetings, the members share and record information on the progress of implementation of the various actions set out in the action plan and any changes that might need to be made.

The CIPF's staff is also informed of the measures that are carried out by means of the specific communication plans for each action defined within the action plan.

How will you measure progress (indicators) in view of the next assessment?

All the actions include specific indicator(s) for achievement. Timeline of the actions has been thoroughly discussed with the responsible persons, who have actively participated in the design of the Action Plan and provided more information about milestones and indicators of success

The monitoring procedure will include:

- Monitoring meetings and follow-up with people in charge of the actions.

How do you expect to prepare for the external review?

For the purpose of preparing the external review, the CIPF HRS4R working group will provide the reviewer or reviewers with all requested evidence and results of the actions implemented.

Additional remarks/comments about the proposed implementation process:

No comment

HRS4R

HUMAN RESOURCES STRATEGY FOR RESEARCHERS



MORE RESEARCH / BETTER HEALTH

FCIPF_2022

FUNDACIÓN DE LA COMUNIDAD VALENCIANA CENTRO DE INVESTIGACIÓN PRÍNCIPE FELIPE